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Committee for Programme and Coordination
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Agenda item 8
Adoption of the report of the Committee on its forty-sixth session

Draft report

Rapporteur: Mr. Valery **Zhdanovich** (Belarus)

Addendum

Programme questions: Evaluation (item 3 (d))

Report of the Office of Internal Oversight Services on the thematic evaluation of knowledge management networks in the pursuit of the goals of the Millennium Declaration

1. At its 2nd meeting, on 14 August 2006, the Committee considered the report of the Office of Internal Oversight Services (OIOS) on the thematic evaluation of knowledge management networks in the pursuit of the goals of the Millennium Declaration (E/AC.51/2006/2).

2. The representative of OIOS introduced the report and responded to the questions raised during the Committee's consideration of the report.

Discussion

3. Delegations raised concerns about the implications of the negative findings of the evaluation. In particular, concerns were raised about the lack of mechanisms and tools to capture the institutional memory of retiring staff. The adverse implications of outsourcing, including the resulting loss of institutional memory, were also noted. Concerns were also raised about the finding that knowledge was not always shared in an open spirit, and about the lack of integration of knowledge-sharing into work processes. Clarification was sought as to whether the incentives and rewards for knowledge-sharing should be moral, financial or both. It was noted that the Dag Hammarskjöld Library had the appropriate expertise to assume a leadership role in

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the Secretariat with regard to knowledge-sharing, and that existing information and communications technology should also be utilized.

4. Questions were raised about the methodology utilized for the evaluation, in particular the low response rates of subprogrammes and the selection of entities interviewed. The representative of OIOS noted that the response rates achieved in the evaluation compared favourably to the norm for Secretariat surveys, and that the external entities selected for interviews were acknowledged leaders in knowledge management. A question was raised regarding the feasibility of measuring the impact of knowledge networks on the achievement of the Millennium Declaration Goals. The clarification sought on the mandate for the evaluation was provided by the OIOS representative.

5. General support was expressed for the recommendations contained in the report. It was stated that they had important, system-wide implications beyond the Millennium Declaration Goals, and that changes would have to be made incrementally rather than merely creating additional procedures with little added value. The question was raised how a knowledge management strategy would be operationalized.

Conclusions and recommendations

6. **The Committee commended the Office of Internal Oversight Services for its excellent report and for raising awareness of this important topic and its role in improving programme implementation in the Secretariat, including in the pursuit of the goals of the Millennium Declaration.**

7. **The Committee also recommended that the General Assembly:**

(a) **Welcome the knowledge-sharing initiatives being pursued by several United Nations entities, including the Secretariat Task Force on Knowledge-Sharing, the United Nations System Chief Executives Board for Coordination (CEB) Task Force on Knowledge-Sharing and the United Nations Development Group Working Group on Knowledge Management;**

(b) **Request the Secretary-General, as Chairman of CEB, to encourage the Board's newly established Task Force on Knowledge-Sharing to fully consider the recommendation contained in paragraph 72 of the report;**

(c) **Request the Secretary-General to expand the membership of the Secretariat Task Force and to include additional substantive offices;**

(d) **Request the Secretariat Task Force, under the leadership of the Dag Hammarskjöld Library, which has the appropriate expertise, to continue to develop a Secretariat knowledge-sharing agenda, taking into account the recommendations contained in paragraphs 73, 74, 76 and 77 of the report and the knowledge-sharing initiatives being pursued by other United Nations entities, including the CEB Task Force on Knowledge-Sharing, the Working Group on Knowledge Management of the United Nations Development Group, the World Bank, the United Nations Development Programme and the United Nations Population Fund;**

(e) **Also request the Secretary-General to consider designating the Knowledge-Sharing Section of the Dag Hammarskjöld Library as the lead Secretariat unit with responsibility for developing, encouraging, facilitating**

and guiding knowledge-sharing in the Secretariat, taking into account the recommendation contained in paragraph 75 of the report;

(f) Further request the Secretary-General to report to the General Assembly at its sixty-second session, through the Committee on Information, on the further development of the knowledge-sharing initiatives of the Secretariat.